



## Purpose & Summary

This report requested by the Directors Office, serves to provide a progress update on the initiatives supporting the Department of Corrections (DOC) strategic plan. It is our intention to continue conducting periodic reviews, to ensure the projects are progressing as we had anticipated and our resources are being utilized in the best way possible. The information provided in this report was gathered by tracking the progress of each initiative against their objectives. We have included charts and tables to highlight the progress and distribution of the initiatives. This is the first report of the new fiscal year (FY). In accordance with the placemat, we will focus on 27 strategic initiatives this year, 10 of which are new to the strategic plan. For the list of new initiatives (See Appendix A). So far, one (1) initiative is complete, twelve are in-progress and the remainder are getting teams ready to start. For the status updates received for the month of July (See Appendix B).

## Statistics & Analysis

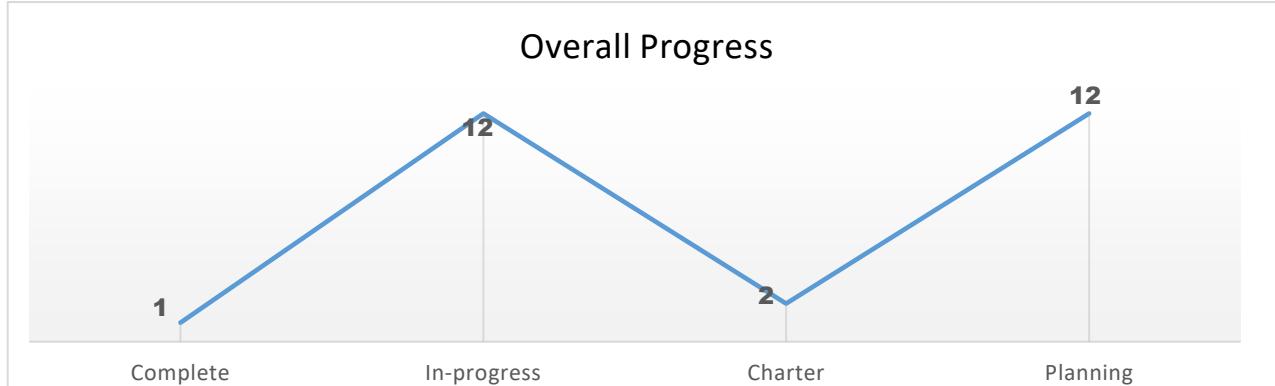
The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, nine (9) under improving workforce, and eight (8) are under reducing risk and recidivism. The table below shows how they are progressing by theme. Sixty percent of the initiatives under the safe work environment theme are in progress and approximately half of these are on track to be completed by mid-fall. As to be expected at the beginning of the new FY, there is a large number of initiatives in the planning phase. The Planning Unit is meeting with initiatives owners currently to help get these teams going. They should be chartered and on their way to in-progress status by the middle of September.

**Table 1: FY21 Progress of Strategic Plan Projects by Theme**

Placemat Themes	Initiative Status				
	Complete	In-progress	Charter	Planning	
Safer Work Environment (10)	0%	60%	10%	30%	
Improving Workforce (9)	11%	33%	11%	45%	
Reducing Risk & Recidivism (8)	0%	38%	0%	62%	



**Figure 1: Progress of Strategic Plan Initiatives by Status**



The 27 division led projects are currently in the following statuses: one (1) is complete (4%), 12 are in-progress (44%), and Two (2) are Chartered (7%). The remaining 12 are in planning (44%). Ten of the 27 initiatives are new and are included in the total count of initiatives in the planning phase.

**Table 2: Project Status by Division Responsibility**

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	1	0	0	0	1	0	0
In-Progress	12	1	0	3	5	2	1
Charter	2	0	0	0	1	1	0
Planning	12	5	0	2	2	3	0
<b>Total Initiatives</b>	<b>27</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>1</b>

## Implications & Recommendations

There are currently 44% of the initiatives on the FY21 placemat in the planning phase. We are hopeful to have most, if not all, charted and in-progress by late summer. Team leads are encouraged to get with the Planning Unit if they have any questions on how to move forward with their projects.



Appendix A:

**FY2021 New Initiatives as Listed on the Placemat**

<b>Focus Area</b>	<b>Initiative</b>	<b>Dept.</b>	<b>Team Lead</b>
Worksite	11.212 - Transitions to Electronic Files to Support Work From Home	OOD	Unassigned
Worksite	11.213 - Institutional COVID-19 Testing for Safe Reopening	OOD	Unassigned
Enhanced Training Efforts	12.307 - Develop System For Virtual Training	DHS	Lorie Lewis
Develop	21.207 - Modernize Training Academy Curriculum	DHS	Lorie Lewis
Develop	21.208 - The Corrections Way for Frontline Staff	DHS	Melissa Davison
Efficient Operations	22.303 - Trauma Informed Culture at Female Institutions	OOD	Ken Chapman
Prep for Release	31.114 - Programming to Conform with Evidence Based Practice	DAI	Michelle Kasak
Prep for Release	31.115 - Mental Health and Substance Use Treatment Standards	DORS	Scott O'Kelly
Community Based Reentry Program	31.209 - Program Model for Court Referred Short-Term Offenders.	DORS	Marta Nolin
Evidence Based Decision Making	31.305 - Quality Control, Quality Assurance, Support for Correctional Programming	OOD	Kelly Dills



## Appendix B:

### **July Initiative Highlights**

#### 11.101 - Staffing Pattern & Shift Analysis

- A contract was awarded to Correctional Leadership Association (CLA) 01-27-20. During March 2020 the project received a six (6) month extension, the contract is now scheduled to expire January 2021. Per contract on site visits will be conducted by the vendor, however, these have been put on hold due to COVID-19.

#### 11.110 - Offender Mail

- As of 08-03-20, they are working on negotiations with the vendor (Securus/Jpay) on amendments to the contract.

#### 11.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- All inspections are completed for all offices, and as of 07-15-20, Jim Hurley is writing the final report. The projected completion date for this initiative is 10-31-20.

#### 11.207 - Identification & Tracking of Security Threat Groups

- As of 7-14-20, Jeff Norman is to follow-up with Jim Hurley to discuss the issue with the manual and get this completed.

#### 11.211 - Offender Suicide Prevention

- The team is in the process of revising the Offender Suicide Lesson Plan.

#### 21.103 - Identification of Core CO-I Competencies

- This is complete.

#### 22.105 - Redevelop the Intranet

- The survey to get staff input on the project was distributed and approximately 1200 responses were received. Most responses came from custody staff. The team is in the process of analyzing the results to get direction on how to move forward.

#### 31.204 - Establishment of an Offender Nursing Home with Outside Partner

- The building plans are still not approved. After the civil engineers completed the drill test it was determined the sewage holding pond will have to be redone and they have to obtain easements from two landowners on both sides in order to accomplish this. The easement is also needed in order to run the water main. The CEO of Correct Life is supposed to have a meeting with the City of Fulton. He hopes to provide an updated timeline after that meeting.



## 31.401 - Re-Create Release Guidelines

- NIC awarded the contract to Richard Stroker-Center for Effective Public Policy to implement Structured Decision Making Framework. This will allow the Board to use the ORAS assessment tool, in conjunction with SDMF to improve decision making. This is a four (4) phase process and they expect the initial phase to be completed within the next 60 days. A team chaired by Matt Kimsey is determining how to improve the hearing report to work better for the Board and be more consistent in the information provided. They sent rough drafts of policy changes to move from use of the salient factor scoring to the use of the ORAS. They hope to implement this in the next month or so.

# Strategic Initiative Dashboard

FY2021 Initiatives

On-Track  
Off Track with plan  
Off Track – with no plan

Values in circles indicate % of milestone complete

Safe Work Environment

## Safe Worksites

Staffing Pattern & Shift Analysis



Dice:21

Offender Censorship



Dice:8

Identification & Tracking of Security Threat Groups



Dice:18

Transition to Electronic Files to Support Work-From-Home



Dice:11

Offender Mail



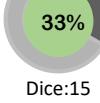
Dice:8

Improve Safety at Regional Offices/Training Centers and Central Office



Dice:10

Offender Suicide Prevention



Dice:15

Institutional COVID-19 Testing for Safe Reopening



Dice:9

Automated Time Keeping System for DAI



Dice:10

Develop System For Virtual Training



Dice:8

## Hire, Develop, Retain Quality Staff / Health & Wellness

## Develop Corrections Brand

Identification of Core CO-I Competencies



Dice: 8

Implement Frontline Onboarding



Dice:8

Corrections Way Training to Frontline Staff



Dice:12

Redevelop the Intranet



Dice:9

Develop Onboarding for Supervisory Staff



Dice: 28

Modernize Training Academy Curriculum



Dice:8

Create Employee Wellness Program



Dice:12

Repurpose the Citizen's Advisory Committee (CAC)



Dice:24

Adopt Trauma Informed Culture at Female Institutions



Dice:9

Reducing Risk & Recidivism

## Prep for Release

## Parole Board

Ashland University Expansion



Dice:15

Institutional Programming and Activities Conform with Evidence Based Practice



Dice:8

Program Model for Court Referred Short-Term Offenders



Dice:8

Quality Control and Quality Assurance Support for Correctional Programming



Dice:8

Establishment of an Offender Nursing Home with Outside Partner



Dice:10

Community Peer Specialist



Dice:11

Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard



Dice:8

Re-CREATE Release Guidelines



Dice:9

Dice scores last calculated Jan 2020

\*\*Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)